Chief Executives Board for Coordination

12 June 2017

Report of the High-level Committee on Programmes at its thirty-third session

(United Nations Headquarters, New York, 16 and 17 March 2017)

I. Introduction

1. The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-third session at United Nations Headquarters in New York on 16 and 17 March 2017. The agenda of the meeting and the list of participants are contained in annexes I and II, respectively, to the present report.

2. In opening the session of the Committee, its Chair, Margaret Chan, reaffirmed the Committee's pivotal role in providing intellectual impetus to the deliberations of CEB by serving as the think tank of the United Nations system on strategic issues of system-wide concern. The challenges that the world was facing today had been nearly unimaginable at the time when the United Nations was founded. International cooperation and the United Nations were needed more than ever; yet, increasingly, the established international order and multilateralism themselves were being questioned as to their effectiveness, continued utility and even the values for which they stood. Faced with this evolving environment, the United Nations needed to change, adapt and become more creative, agile and action-oriented. Indeed, in outlining his inaugural vision, the Secretary-General had called for a revitalized United Nations, better able to confront global challenges through, inter alia, coherent collective action. Responding to this call and reminding the Committee that good intentions without implementation were intentions on paper only, the Chair urged the Committee to tap into its collective knowledge, articulate its joint vision and goals and stimulate thinking, as one system, about new and innovative ways to not only enhance the immediate impact of its work but also position the United Nations system strategically for the longer-term future.

II. Agenda item 1: Risk, resilience and prevention

3. The Chair introduced the agenda item on risk, resilience and prevention by recalling previous discussions among the members of the Committee on this topic and noting the timeliness of this initiative, which would support the Secretary-General's emphasis on prevention.

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4. The Chief of the Emergencies and Transitions Unit in the Policy and Programme Division of the World Food Programme (WFP), Paul Howe, presented the work to date by the Committee task team on risk and resilience. The team's effort was aimed at establishing a common understanding among development, humanitarian, peace and security and human rights actors of the concepts of risk and resilience and their application across the different pillars for supporting risk-informed planning and programming.

5. The task team had confirmed four main findings to date: risk and resilience could serve as useful framing concepts for managing crises proactively, with prevention as one set of actions within the larger frame; a risk and resilience approach had to account for the complex, interconnected reality; risk and resilience could serve as common threads across United Nations pillars; and development work and the shocks that disrupted it were intrinsically connected and could not be separated.

6. The Chief of the Emergencies and Transitions Unit then introduced the three elements of a proposed approach to engage and manage crises: using "systems thinking" to better understand complex interlinkages and identify the key "pressure points" within the development system of a country; applying the risk and resilience equation to promote coherence among the efforts made across pillars at those pressure points; and using a prevention lens to ensure a proactive approach to preventing threats and avoiding future crises.

7. Four practical applications of the risk and resilience approach were proposed for the Committee's consideration. First, the approach could be employed on a pilot basis to organize system-wide thinking about dealing with the risks associated with one or more of the "frontier issues" identified by the Committee during the present session. Second, the approach could be used at the country level to better coordinate United Nations system interventions, by helping to provide a framework for joint analysis and informing the identification of collective outcomes for the United Nations Development Assistance Framework. Third, highlighting that systems thinking was an important tool in that approach as well as a critical behaviour under the United Nations system leadership framework, the approach could potentially be incorporated into leadership training. Finally, the approach could bring greater conceptual clarity to and help to harmonize numerous terminologies and integrative efforts emerging from different pillars.

8. The Committee expressed its appreciation for the work done so far and concurred broadly with the direction taken and the next steps proposed by the task team. In particular, members recognized the value of having harmonized a common conceptual understanding and of now making headway towards a shared analytical framework to support risk-informed joint situation analysis and complementary actions among the various pillars to manage the pressure points collectively. Many members stressed that, in order to have an impact, the analysis would need to be underpinned by quality disaggregated data and translated into joint planning and programming that supported the Governments' priorities and utilized existing tools and diverse organizational strengths. In view of the universal nature of the 2030 Agenda for Sustainable Development, and recognizing that risk affected all people, the approach's applicability to all country contexts was seen as its unique strength, and, to that end, sufficient flexibility needed to be built into it.

9. The Committee noted that, since risks were context-specific, the true test for the proposed approach was its application to a real-life situation. Members, thus, welcomed the fact that the conceptual aspects of this work were nearing their finalization and expressed support for the proposal to "pilot-apply" this approach, either proactively to frontier issues, or in a lesson-learning mode, to specific

operational contexts, such as the Ebola crisis or the Arab Spring. It was observed that financing remained the one game-changing factor with the power to enable (or disrupt) cross-pillar operational coherence, as evidenced by the recent International Development Association replenishments.

10. With a view to finalizing the approach at the conceptual level, suggestions were made to stress its universal applicability and to highlight its relevant normative parameters, emphasizing the human rights dimension. A suggestion was also made to include conceptual clarification of the linkage and complementarity of various terminologies and approaches emanating from different pillars, building on the task team's earlier work. Several members also offered suggestions for improving the diagram, depicting cross-pillar actions to reduce risk and increase resilience.

Conclusion

11. **The Committee confirmed its support for the risk and resilience approach and requested that the task team, under the continued leadership of WFP, take into consideration the Committee's feedback and submit its final and concluding work to the Committee at its thirty-fourth session. The Committee also requested the task team to pilot the approach by applying it to a few specific contexts, including "frontier issues" identified by the Committee at the present session, in order to demonstrate its practical applicability.**

III. Agenda item 2: Cross-pillar linkages and coherence

12. Using the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) as a case study to illustrate how the organization worked across the pillars of the Charter of the United Nations, the Deputy Director of Planning of UNRWA, Sam Rose, presented an analytical paper as a practical input to the Committee's continued efforts to enhance cross-pillar linkages and integration. For almost 70 years, UNRWA had delivered a combination of humanitarian and development services to generations of Palestinian refugees living in five distinct geographic areas: Gaza, the West Bank, Jordan, Lebanon and the Syrian Arab Republic.

13. The Deputy Director highlighted three factors that had facilitated coherence across UNRWA multidimensional activities: the role of leadership and institutional culture, rather than structure, in overcoming the humanitarian-development divide; an innovative partnership and governance model by which specialized expertise was provided by technical United Nations agencies, such as the United Nations Educational, Scientific and Cultural Organization (UNESCO) for education and the World Health Organization (WHO) for health, under the overall leadership of UNRWA; and an approach to integrated planning and implementation that focused on collective outcomes and included all funding, regardless of source, for example, the delivery of human development outcomes in crisis situations, such as education in emergency settings.

14. While UNRWA was often referred to as "one United Nations for Palestinian refugees", the Deputy Director cautioned against the temptation to present the agency as a "poster child" for cross-pillar integration, noting that the organization's continued existence was in itself a manifestation of failure to deliver peace and security to the Palestinian people. Though not a political organization and without a mandate to engage in the peace process, UNRWA had, nevertheless, contributed to stability in the region, including by lessening the burden faced by host countries. To recognize and encourage the varied contributions of the United Nations system to

peace and stability, a more nuanced and a broader definition of peacebuilding was seen as necessary.

15. Expressing its appreciation to UNRWA for presenting a valuable "reality check" of the Committee's continuing work, the Committee noted that this field-based analysis validated the key enablers of cross-pillar coherence identified through the Committee's analytical work on the topic so far, namely, leadership, shared vision/collective outcomes, integrated planning and systems thinking, innovative partnerships and collaboration, and flexible funding.

16. Several members observed that the UNRWA experience demonstrated the power of an integrated approach by which positive humanitarian and development outcomes had a stabilizing effect in a politically volatile region. At the same time, it showed the limitations and dilemmas faced in a protracted crisis where one pillar — peace and security — continued to fail to deliver. The recent emergence of broader approaches to cross-pillar coherence, for example, sustaining peace, was seen as useful to capturing such complexity, while further reflection was noted as still necessary to fully clarify interconnections of pillar-specific dynamics and requirements across them.

Conclusion

17. **The Chair observed that the Committee's conceptual examination of cross-pillar coherence thus far seemed to have passed the test of field validation. Referring to the discussion on agenda item 1, she noted the Committee's broad support for the need for greater conceptual clarity across numerous integration-related approaches, that is, a conceptual framework that could illuminate interlinkages and complementarities, and pillar-specific requirements and sensitivities that might require clarification. The risk and resilience approach discussed earlier in the session could usefully be applied to underpin such analytical work.**

IV. Agenda item 3: Climate change

18. On behalf of the three Assistant Secretaries-General of the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP) and the Department of Economic and Social Affairs, who had been tasked by the Committee, at its thirty-second session, to prepare, in consultation with key stakeholders, a United Nations system strategic approach to climate change action, the representatives of UNEP (Elliott Harris) and UNDP (Magdy Martínez-Solimán) introduced a draft for the Committee's approval and onward submission to CEB for endorsement.

19. In introducing the document, the representative of UNEP highlighted that the proposed strategic approach concluded the two-year task, pursued under the Committee, to develop an approach through which the United Nations system collaboration and joint action on climate change in follow-up to the Paris Agreement could be concretely improved. He noted that the approach was grounded in the United Nations system's collective commitment to supporting Member States in the implementation of key global frameworks and agreements, including the 2030 Agenda for Sustainable Development, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015-2030. The strategic approach was underpinned by the CEB common core principles for a United Nations system-wide approach to climate change action, approved by the Committee at its thirty-first session, and intended to advance their operationalization.

20. The representative of UNEP further explained that the proposed strategic approach had been developed through an inclusive consultative process involving a task team of 18 self-nominated United Nations entities, under the leadership of UNDP, UNEP and the Department of Economic and Social Affairs, and reflected the joint priorities and existing capacities of the United Nations system in the area of climate change action. In keeping with the directives of CEB and the Committee, the approach was light-handed and built on existing collaboration and joint initiatives. It consisted of eight thematic impact areas that had been identified as specific to joint climate action in order to deliver results for Member States through improved and increased collaboration among United Nations system entities.

21. Focusing on the implementation and delivery of the proposed strategic approach, the representative of UNDP stressed that that approach galvanized actions that maximized collaboration within the United Nations system, based on existing work under way and where joint approaches could address new challenges and improve effectiveness. As such, the approach would be implemented through existing tools and mechanisms at the global, regional and country levels in an effort to leverage available United Nations system expertise and avoid duplication and redundancies. Once the approach had been adopted by the Committee and CEB, its implementation could commence expeditiously with a view to maximizing synergies and delivering benefits across the global sustainable development and climate change agreements.

22. The Committee unanimously supported the adoption of the strategic approach, noting the collaborative and consultative manner in which it had been developed. Some suggestions, such as on the importance of regional dimensions, the need for disaggregated data and the inclusion of human rights when addressing nexus issues, were made for reflection in the final version. Several members of the Committee took that opportunity to highlight climate change issues and activities relevant to their entities, and indicated their interest in actively contributing to the implementation of the strategic approach by supporting joint actions in specific impact areas. Some members also expressed support for a proposal, put forth by the United Nations Framework Convention on Climate Change, to showcase progress in deepening United Nations system collaboration and joint action on climate change during the twenty-fourth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, in 2018.

Conclusion

23. **The Committee approved the United Nations system strategic approach to climate change action (CEB/2017/4/Add.1), subject to the incorporation of minor revisions emanating from the discussion, for onward submission to CEB for its endorsement. With this approval, this long-standing agenda item reached its conclusion.**

V. Agenda item 4: United Nations system leadership framework

24. The Chair invited the three co-leaders of the initiative to introduce the draft United Nations system leadership framework that was before the Committee for approval. The leader of the joint High-level Committee on Programmes/High-level Committee on Management task team, Claire Messina, and the Co-Chairs of the United Nations Development Group Working Group on Leadership, John Hendra and Craig Mokhiber, jointly recounted the collaborative work undertaken by the Development Group, the High-level Committee on Programmes and the High-level Committee on Management to develop the joint proposal. They reminded the

Committee that the framework directly supported Principle 10 (global United Nations system workforce and transformative leadership) of the CEB common principles to guide the United Nations system's support for the implementation of the 2030 Agenda and recalled that the framework had been intended to serve as a strategic organizational tool and be applicable to staff at all levels. It was based on the eight defining characteristics of United Nations leadership as endorsed by the High-level Committee on Programmes at its thirty-second session, namely, the fact of being norm-based, principled, inclusive, accountable, multidimensional, transformational, collaborative and self-applied.

25. The four key ways in which the leadership behaviours would manifest themselves in support of the 2030 Agenda, namely, through systems-thinking, co-creation within the United Nations system and with external partners, focusing on benefiting the most vulnerable and driving transformational change, were then presented. With regard to operationalizing the framework, an "opt-in" approach would be taken, permitting agencies to plan how to internalize it as appropriate to their unique needs. It was stressed that the framework was not merely a tool for human resources management framework, but also a way to foster broader cultural change, and that the key drivers of the required change were ownership by senior United Nations leaders, active engagement and involvement by all staff and the alignment of structures, systems, policies and processes to create an environment in which leadership could flourish.

26. The Committee fully supported the leadership characteristics and behaviours articulated in the framework and welcomed its aspirational nature. While recognizing the diversity within the United Nations system, members nevertheless strongly underscored the importance and value of having a shared vision and common standards to which to strive collectively. Principled leadership, in particular, was seen as a requisite quality for all United Nations leaders — key to asserting universal and internationally recognized norms and values, such as those of the Programme of Action of the International Conference on Population and Development, among others, and for building trust and safeguarding the system's reputation, which were more critical than ever in the current environment.

27. It was suggested that adaptability was a leadership trait that could be emphasized more strongly in the framework and also that a reference to the importance of attitude (as distinct from and in addition to behaviours, skills and competencies) should be reinstated in the document. Accountability to the model was stressed, and members agreed that appropriate performance assessment would be needed to ensure that United Nations system staff were working to personify the framework. More thought was needed about ways to motivate leaders.

28. Several members appreciated that the implementation of the framework would be flexible and respect the diversity of United Nations system organizations and their specific needs, while still guiding the entities to harmonize around core values. Organizations choosing to opt in would need to develop internal implementation road maps based on their individual business models, with sufficient space to determine by themselves how they would align their organizational cultures to the framework.

29. The Committee saw the leadership framework as an important element of a broader change agenda. While acknowledging that the change was necessary, some members highlighted the challenges of reshaping organizational culture and the need to be realistic in setting expectations about what could be achieved in what time frame, given the variety of constraints faced by United Nations system organizations. The executive heads could send a powerful signal to their

organizations by leading by example and actively promoting and enabling the needed change.

30. It was noted that robust implementation of the framework may require additional resources. Indeed, investing in staff training was seen as essential to meeting the framework's aspirations. While it might not always be easy to secure such funding, a suggestion was made to start by ensuring that resources already available be used strategically and to the maximum impact, in line with the aims of the framework.

Conclusion

31. **The Committee approved the United Nations system leadership framework, with due incorporation of suggested changes, for onward submission (pending the approval of the High-level Committee on Management and the United Nations Development Group) to CEB for endorsement.**

VI. Agenda item 5: Scoping discussion on system-wide strategic coherence as a key driver for addressing global challenges

32. The Chair recalled that, in articulating the challenges and opportunities facing the United Nations today, the Secretary-General had underscored the critical importance of understanding global megatrends: multiple, evolving and mutually reinforcing shifts of a geopolitical, demographic, climatic, technological, social and economic nature that were advancing at an unprecedented pace, on the one hand creating unparalleled conditions for progress, and on the other hand upending the established order, generating tensions and changing the nature of threats. She referred to a set of background analyses shared in preparation for the present discussion, which clearly articulated that big global trends, such as rapid urbanization, changing climate, scarcer resources, shifting global economic power, demographic changes, growing social and cultural tensions and technological and scientific breakthroughs, were, individually and in combination, radically changing the global landscape. The Chair underscored that in order to remain relevant in the future world, the United Nations system must adapt nimbly to such changes.

33. Two expert speakers shared their technical perspectives as a contribution to the Committee's broad discussion on global trends and frontier issues of system-wide concern, which was aimed at identifying priorities for action by the Committee. The Director of the Population Division, the Department of Economic and Social Affairs, John Wilmoth, outlined four key global demographic trends that would have critical consequences across social, economic and environmental spheres: ageing in developed countries, population growth in developing countries, increasing migration and rising urbanization. The projections highlighted the critical implications for the balance and transfer of wealth between generations and signalled that cities would be the primary setting for seizing the opportunities for sustainable development. The Director of the United Nations Global Pulse, Robert Kirkpatrick, reflected on the implications of artificial intelligence and automation, two rapidly developing fields particularly ripe for United Nations attention. He recognized artificial intelligence as a critical component to meeting the Sustainable Development Goals, while also noting cautionary views that it could pose an existential threat to humanity. Automation increased efficiency and convenience in daily lives, but also threatened jobs across a wide range of sectors, confronting policymakers with difficult questions and trade-offs. In these and other technological advancements, Mr. Kirkpatrick saw the opportunity for the United

Nations to take the lead in shaping fundamental norms and fostering policies benefiting sustainable development.

34. In the ensuing discussion, the Committee acknowledged that these rapidly developing and converging new realities called for an urgent re-examination of the relevance of the United Nations and its added value in the future world. A strategic repositioning was essential, requiring significant cultural, organizational and operational changes within the United Nations system. Conventions, treaties and other international agreements, including the Sustainable Development Goals, already provided the overarching normative framework of global values against which frontier issues and their implications for the future of people and the planet needed to be monitored and assessed. While the frontier issues were largely driven by non-State actors, such as the private sector, academia and influential individuals, formal, structured and often time-consuming governance by both national Governments and intergovernmental institutions had lagged seriously behind in guiding the process.

35. There was consensus among Committee members that the United Nations system needed to position itself strategically to fill the governance vacuum by providing the moral compass at the vanguard of change and innovation. Ultimately, the United Nations would have to aim to ensure that scientific and technological advances benefited human well-being. To fulfil its role as catalyst, the United Nations needed to forge partnerships and form platforms that went well beyond traditional nation State partners.

36. During the discussion, Committee members identified a wide variety of issues emerging from global megatrends that were of relevance to the whole United Nations system and whose trajectory the system had a role to play in influencing. Broadly speaking, such issues could be grouped into five categories of disruption: social, economic, ecological, technological and political. The Committee acknowledged that most of these issues were interlinked and formed a complex network, or nexus, of interrelated and dynamic forces whose speed and trajectory were not always linear. Committee members considered that the United Nations was particularly well equipped to support policy coherence at the nexus of multiple frontier issues for the benefit of sustainable peace and development.

37. Much human progress had been made possible as a result of technological and scientific innovations and advances, ranging from the way diseases had been diagnosed and treated to modern means of transportation and communication. Traditionally, the driving force behind those innovations had been and continued to be the private sector. However, as technological change accelerated and expanded into ever greater ungoverned and unregulated territories, so did its potential to disrupt the established social, economic, political and cultural order profoundly. Advances in the areas of artificial intelligence, automation, drone technology and geoengineering brought with them many opportunities and risks, and even "existential threats", including profound changes to the nature and modality of work, and new means of warfare and of exercising control over peoples' movements.

38. Current demographic trends had given rise to new groups of people who risk being left behind, including older and disabled persons. Gender equality also still remained elusive in much of the world today. Growing economic and social inequalities worldwide had given rise to mounting tensions in many societies and an increase in nativist and xenophobic tendencies. Closely related to that trend was the rise in human mobility, both voluntary migration and forced displacement, across borders and within countries. Rapid and unplanned urbanization, which was especially pronounced in fragile States, had become increasingly delinked from

industrialization and, hence, formal wealth creation, with serious implications for human health, well-being and safety, and natural resources management. Crime and corruption further hindered efforts by local authorities to address the implications of unregulated urbanization adequately.

39. The effects of climate change, the resulting environmental degradation and the more frequent occurrence of natural disasters would greatly affect almost every aspect of human existence in the future. Environmental displacement and the number of climate refugees were expected to increase significantly as migration was seen more and more as a viable strategy for adapting to climate change, resulting in heightened stress on host communities. Growing food insecurity and water scarcity in areas most affected by climate change were expected to exacerbate social tensions in some regions. The nexus of climate change, migration and conflict needed further exploration. The Committee agreed unanimously that climate change must remain a top priority issue for the United Nations system, especially in the current political climate.

40. A striking commonality cutting across many of the frontier issues identified by the Committee as relevant to the United Nations system was the diminished role and ability of Governments, public institutions and international organizations to address and respond to the trends and changes unfolding around them and deeply affecting societies and their people. The erosion of trust in Governments, and their failure to govern effectively, had resulted in a crisis of legitimacy that was only deepening as public institutions were falling further behind non-State actors in their capacity to direct change. Multilateralism in general and the United Nations in particular were not isolated from this trend. The Committee was unanimous in stressing the urgent need for global institutions to reinvent themselves to win back trust in multilateralism, universal values and their continued relevance. It also acknowledged the importance of engaging and empowering young people, especially women, in decision-making, which was imperative to ensure future stability, prosperity and peace.

41. Committee members were also united in their conviction that the United Nations system needed to enhance its adaptability and capacity to respond to frontier challenges by becoming more agile, creative, proactive and streamlined. Finding effective ways to engage non-State actors constructively was an important part of such change. Changes to the organizational and leadership culture, with a focus on restoring legitimacy, accountability and transparency, were as necessary as a greater commitment to delivering shared outcomes and communicating with one voice.

42. The United Nations system needed to move from coordination to (inter)connectivity in order to advocate effectively and uphold universal norms and standards and United Nations core values in a world characterized by multiple power nodes and centres of gravity. Through the strategic and targeted use of all forms of media, the United Nations system had the opportunity to expand partnerships and supportive constituencies and forge direct connections with people, in particular youth, in order to promote its values. Against a backdrop of proliferating misinformation, evidence-based messaging and proactive advocacy of proven relevance were more important than ever. A commitment to sharing data and information among United Nations system entities was a critical prerequisite to supporting evidence-based decision-making, policy-setting and advocacy.

Conclusion

43. **The Committee Chair requested the secretariat of the Committee to prepare, as an input to the Chair's contribution to the discussions at the**

upcoming CEB session, a compilation of the key frontier issues of relevance to the entire United Nations system, as identified by the Committee. As suggested by some members, based on the guidance emanating from the CEB session, the Committee might consider engaging in more in-depth examinations of particularly relevant issues, possibly before the thirty-fourth session of the Committee.

VII. Agenda item 6: Summary of information items — Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020

44. Pending an advance electronic review and due incorporation of comments received, the Committee formally took note of an intersessional progress report on the ongoing effort to mainstream the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020 into the work programmes of United Nations system organizations, submitted by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. The Committee took special note of the United Nations system's ongoing efforts to contribute to enhancing the flow of foreign direct investment to the least developed countries, as mandated in the political declaration adopted at the midterm review of the Istanbul Programme of Action, in May 2016.

Conclusion

45. **The Committee took note of the progress made, including the six recommendations to increase the coverage, scope and effectiveness of the United Nations system support for investment promotion in the least developed countries.**

VIII. Agenda item 7: Other matters

A. Dates and venue of the thirty-fourth session of the High-level Committee on Programmes

46. Committee members were informed that a decision on the dates and venue of the thirty-fourth session of the Committee would be postponed to a time when the incoming Chair of the Committee could be consulted. As soon as this became possible, the Committee secretariat would communicate the proposed dates to Committee members.

B. Any other business

47. Completing her tenure as the Committee Chair at the present session, Ms. Chan commended the Committee members' capacity and willingness to engage in active, candid, innovative and "non-siloed" thinking about a range of strategic issues, with the shared aim of enhancing the work of the United Nations system as a whole. The Committee, in a standing ovation, expressed its deep appreciation for Ms. Chan's inspirational leadership, which had pushed and enabled it to think as one, "out of the box" and for the future in order to fulfil its role as the United Nations system's think tank and a key driver of its strategic and policy coherence.

Annex I

Agenda

Item 1. Risk, resilience and prevention

Item 2. Cross-pillar linkages and coherence

Item 3. Climate change

Item 4. United Nations system leadership framework

Item 5. Scoping discussion on system-wide strategic coherence as a key driver for addressing global challenges

Item 6. Summary of information items — Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020

Item 7. Other matters

(a) Dates and venue of the thirty-fourth session of the High-level Committee on Programmes

(b) Any other business

Annex II

List of participants

Chair: Margaret Chan (World Health Organization)

Vice-Chair: Navid Hanif (Department of Economic and Social Affairs)

Secretary: Kayoko Gotoh

United Nations	
Executive Office of the Secretary-General	Michelle Gyles-McDonnough
Department of Economic and Social Affairs	John Wilmoth
Office for the Coordination of Humanitarian Affairs	Hansjoerg Strohmeyer
	Murad Jeridi
	Reena Ghelani
Office of the High Commissioner for Human Rights	Craig Mokhiber
Regional commissions	Amr Nour
	Gulnara Roll
Office for Disaster Risk Reduction	Robert Glasser
	Shoko Arakaki
United Nations Framework Convention on Climate Change	Daniele Violetti
Department of Political Affairs	Stephen Jackson
Peacebuilding Support Office	Henk-Jan Brinkman
Global Pulse	Robert Kirkpatrick
International Labour Organization	Vinicius Pinheiro
	Amber Barth
Food and Agriculture Organization of the United Nations	Carla Mucavi
	Lucas Tavares
	Armine Avagyan
United Nations Educational, Scientific and Cultural Organization	Marie-Ange Théobald
World Health Organization	Dr. Nata Menabde
	Werner Obermeyer
	Ivana Milovanovic
World Bank Group	Björn Erik Gillsäter

International Monetary Fund	Christopher Lane
International Civil Aviation Organization	Mitchell Fox
International Telecommunication Union	Gary Fowlie
World Meteorological Organization	Paul Egerton
International Maritime Organization	Jesper Loldrup
World Intellectual Property Organization	Lucinda Longcroft
International Fund for Agricultural Development	Deirdre McGrenra
United National Industrial Development Organization	Paul Maseli
World Tourism Organization	Cordula Wohlmuther
	Kazi Rahman
International Atomic Energy Agency	Xolisa Mabhongo
International Organization for Migration	Ashraf El Nour
	Christopher Richter
United Nations Conference on Trade and Development	Paul Akiwumi
United Nations Development Programme	Magdy Martínez-Solimán
	Amanda Bergstrom
	Vanda Santos
United Nations Environment Programme	Elliott Harris
	Maaike Jansen
	Yoshie Fujiyama
Office of the United Nations High Commissioner for Refugees	Arafat Jamal
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Sam Rose
United Nations Children's Fund	Olav Kjørven
	Madhavi Ashok
	Yuka Nakamura
United Nations Population Fund	Ramiz Alakbarov
	Alexander Pak
World Food Programme	Stanlake Samkange
	Paul Howe
United Nations Office on Drugs and Crime	Gillian Murray

United Nations Human Settlements Programme	Filiep Decorte
United Nations Entity for Gender Equality and the Empowerment of Women	Aparna Mehrotra
United Nations University	James Cockayne
	Julia Blocher
United Nations System Staff College	Claire Messina
Joint United Nations Programme on HIV/AIDS	Abigail David
Comprehensive Nuclear-Test-Ban Treaty Organization	Patrick Grenard
United Nations Development Operations Coordination Office	Alex Warren-Rodriguez
Secretariat of the United Nations System Chief Executives Board for Coordination	Simona Petrova
	Xenia von Lilien
	Cheryl Stafford
	Silvan Scheiwiller